AUSTRALIAN WAR MEMORIAL REDEVELOPMENT PROJECT

INTER-DEPARTMENTAL STEERING COMMITTEE

MEETING SUMMARY

4 April 2018

Present:
Brendan Nelson – Australian War Memorial (**Chair**)
Leanne Patterson – Australian War Memorial (**LP**)
Tim Wise – Australian War Memorial (**TW**)
Marina Tsirbas – Department of the Prime Minister and Cabinet (**MT**)
Narelle Dotta – Department of Veterans' Affairs (**ND**)
Steve Grszeskowiak – Department of Defence (**SG**)
Andrew Smith – National Capital Authority (**AS**)
Nicole Mitchell – The Treasury *(representing Darren Kennedy)* (**NM**)
Richard Bartlett – Department of Finance (**RB**)

*Amanda Faulds (**Secretariat**)*

Apologies: Darren Kennedy – The Treasury

Meeting opened: 9.36am

Item 1. Welcome and apologies

Responsible: **Brendan Nelson, Chair**

Discussion/Decision: The Chair opened the meeting and welcomed members. Speaking in general terms of the project, the Director described its genesis and the importance of the project in situating the Memorial for the coming decades. The Director then introduced the video presentation.

Recommendations: N/A

Action: No further action

Item 2. Project Overview

Responsible: **Brendan Nelson, Chair**

Discussion/Decision: The Memorial corporate video titled *Soul of the nation* was played.

Recommendations: N/A

Action: N/A

Item 3. Committee Terms of Reference

Responsible: **Tim Wise, Project Director.**

Discussion/Decision: Members discussed the Committee's draft terms of reference, as distributed prior to the meeting.

Recommendations: Members agreed that:

- the 'pitch' of the document required a slight change to shift its focus towards the approval of the DBC, rather than towards the project *per se* or the functioning of the committee.

Action: **1. TW to refine the Terms of Reference and recirculate them to members with the minutes of this meeting.**

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Item 4. Project Scope Presentation

4a: **Stage 1 – User Requirements Brief**

Responsible: **Tim Wise, Project Director**

Discussion/Decision: **TW** presented an overview of the project program, accompanied by a PowerPoint presentation.

Members discussed the importance of focussing on requirements rather than solutions. Requirements will be identified in a structured way through consultation with subject matter experts. Rigorous analysis and sense-checking will be undertaken to determine the feasibility of proposals.

Action: **2. PowerPoint presentation to be circulated to members with the minutes of this meeting.**

3. Initial Business Case (IBC) to be circulated to members with the minutes of this meeting, as background.

4b: **Stage 2 – Gallery Masterplan and Precinct Masterplan**

Responsible: **Tim Wise, Project Director**

Discussion/Decision: Members discussed the synergy between the Redevelopment Project and the Gallery Masterplan and AWM Precinct Masterplan. Members also noted the Memorial's reach and influence extends into bilateral relations, citing significant and effectual visits by heads-of-state and the diplomatic benefits of this influence on international relations.

Action: N/A

4c: **Stage 3 – Detailed Business Case (DBC)**

Responsible: **Tim Wise, Project Director**

Discussion/Decision: Members discussed the DBC and its progression to readiness for Cabinet consideration. **TW** explained that 3 options would be progressed to 5%, with one of those options, the preferred option, being progressed to 30%.

Members also discussed consultation with external stakeholders and agreed that consultation would be critical in the design of a suitable option. This will be undertaken in concert with multi-discipline specialist engineers and architects.

Action: N/A

Item 5. Project Program Overview

Responsible: **Tim Wise, Project Director**

Discussion/Decision: **TW** presented an overview of the project program.

RB noted the need for offsets to be identified.

Members:

- discussed the timing of the development of the DBC, in relation to MYEFO and/or Budget consideration.
- agreed that the project could be considered one of national significance

Action: N/A

Item 6. Project Risk Overview

Responsible: **Tim Wise, Project Director**

Discussion/Decision: **TW** presented an overview of the key project risks..

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Members agreed that the planned timeframe for the completion of the DBC was in conflict with the standard submission dates for proposals to Government and the DBC may not be considered in the 19/20 budget cycle without dispensation.

Action: **4. TW to include the timing of the preparation of the DBC as a risk on the project key risks .**

Item 7. Member Discussion

Responsible: **All members**

Discussion/Decision: Members engaged in general discussion about the project. **AS** noted the Heritage Management Plan and the potential vulnerabilities of the Memorial building.

Action: N/A

#	Action Item, date arising, action officer	Update date	Current status
1	*This action item relates to the issue of:* **Terms of Reference** *Action arising from meeting held on:* 4 April 2018 *Action Officer:* **Project Director**	4/4/18	**TW** to refine terms of reference as per discussions.
2	*This action item relates to the issue of:* **User Requirements Brief** *Action arising from meeting held on:* 4 April 2018 *Action Officer:* **Secretariat**	4/4/18	PowerPoint presentation to be provided to members with minutes.
3	*This action item relates to the issue of:* **Initial Business Case** *Action arising from meeting held on:* 4 April 2018 *Action Officer:* **Secretariat**	4/4/18	IBC to be provided to members with minutes.
4	*This action item relates to the issue of:* **Project Risk Overview** *Action arising from meeting held on:* 4 April 2018 *Action Officer:* **TW**	4/4/18	Timing for completion of DBC to be identified as significant risk on risk matrix.

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There being no further business, the meeting closed at 11.02am

Upcoming meetings:

Tuesday 15 May 2018, 9.30am

AUSTRALIAN WAR MEMORIAL REDEVELOPMENT PROJECT

INTER-DEPARTMENTAL STEERING COMMITTEE

MEETING SUMMARY

15 May 2018

Present:

Brendan Nelson – Australian War Memorial (**Chair**)
Leanne Patterson – Australian War Memorial (**LP**)
Tim Wise – Australian War Memorial (**TW**)
Marina Tsirbas – Department of the Prime Minister and Cabinet (**MT**)
Steve Grszeskowiak – Department of Defence (**SG**)
Andrew Smith – National Capital Authority (**AS**)
Darren Kennedy – The Treasury *(***DK**)
Richard Bartlett – Department of Finance (**RB**)

*Jodi Hammond (**Secretariat)***
*Amanda Faulds **(Secretariat)***

Apologies: Mark Harrigan (Department of Veterans 'Affairs)

Meeting opened: 9.30

Item 1. Welcome and apologies

Responsible:	**Brendan Nelson, Chair**
Discussion/Decision:	The Chair opened the meeting and welcome members.
Recommendations:	N/A
Action:	No further action

Item 2. Attendance and Apologies

Responsible:	**Brendan Nelson, Chair**
Discussion/Decision:	An apology from Mr Mark Harrigan (Department of Veterans' Affairs) was noted.
Recommendations:	N/A
Action:	N/A

Item 3. Minutes from previous meeting

Responsible:	**Brendan Nelson, Chair**
Discussion/Decision:	The minutes from the previous meeting were accepted.
Recommendations:	N/A
Action:	N/A

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Item 4. Committee Terms of Reference

Responsible: **Tim Wise, Project Director**

Discussion/Decision: The committee noted that the Terms of Reference **(TOR)** had been refined to accurately reflect the focus towards the approval of the Detailed Business Case **(**DBC**).** A budget update was added to the Standing Agenda.

Recommendation: The committee agreed to accept the current TOR.

Action: **The DRAFT reference in the TOR will be removed.**

Item 5. Project Scope Presentation

Responsible: **Tim Wise, Project Director**

Discussion/Decision: TW presented an overview of the project accompanied by a PowerPoint presentation.

The following terminology was defined:

Gallery Master Plan (GMP) - The functional relationship of the gallery spaces, circulation of visitors, how to tell the stories of different conflicts and exhibit the national collection; including the movement and display of Large Technology Objects **(LTOs).**

The **Precinct Master Plan (PMP)** examines the whole site including car parks, landscape, sculptures, memorials and the enhancement of areas in order to activate the site.

The **5% and 30% Design** options refer to the design of buildings in which the galleries will reside.

Members discussed the importance of ensuring the flexibility to make future changes to any design thereby catering for growth over a fifty year period. TW explained that the added space in each option would be the same in all options and that there were a range of different design elements such as alternative entrances, underground gallery expansion and a rear entry option to activate a currently underutilised area. BN noted that the architectural aesthetics of the front of the building will not be altered but that design changes would still address current issues surrounding circulation, access and traffic flow on the site. Members discussed the importance of producing legitimate design options for Government approval. TW noted that design options addressed the space required to present the stories of different conflicts as per the expert advice of the gallery master planning team. BN highlighted that in addition to the current required gallery space, the designs would provide options for future unknown conflicts and for areas of quiet contemplation. BN further noted the possibility of putting capital infrastructure in place that could be filled when that space is required.

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Recommendation: N/A

Action: N/A

Item 6. Project Program Overview

Responsible: **Tim Wise, Project Director**

Discussion/Decision: TW discussed the timeline of the project incorporating the User Requirements Brief, the Gallery Masterplan and Precinct Masterplan and the Detailed Business Case.

- The User Requirements Brief **(URB)** was completed on time
- The URB and project objectives informed the design principles that were applied in the recent architectural design workshop held between the design team and Memorial representatives.
- The design team will use the workshop's outcomes to produce 5% design options that will be presented to the Council of the Australian War Memorial on 3 July.
- Stakeholder engagement will commence between the 5% and 30% design options

RB noted that the term "final" should not be used in relation to the GMP, PMP or DBC until the government had provided final approval of the DBC. RB further noted that the Memorial should not maintain an inward focus on Council approval but rather focus on the government as the decision maker. TW explained that the word final related to the Memorial's project work on the DBC rather than any government outcome but agreed to alter the wording to better reflect the Memorial's intent.

Recommendation: The word "final" should be removed from accompanying documentation to accurately reflect that the final approval rests with the government.

Action: Removal of the word "final" from documentation.

Item 7. Project Budget Update

Responsible: **Tim Wise, Project Director**

Discussion/Decision: TW updated the members on the project budget, noting that negotiations had resulted in price reductions of $2 million for design services and $250,000 for the quantity surveyor (QS) from the original proposal. TW explained that for one (QS) tender in particular, the Memorial had lost business confidence due to the difference in initial and final quotes. TW stated that based on current budget projections, the project will hand back $6.78 million dollars to Treasury.

Members were informed that there will be a presentation of the designs to Finance Property and Construction Group and NCA, prior to the presentation to the Memorial's Council.

Action: N/A

Item 8. Project Risk Overview

Responsible: **Tim Wise, Project Director**

Discussion/Decision: The members discussed the key risks and treatments for the DBC. RB commented that the reference to the "government determining the project is of national significance" should be removed as it is not relevant. The government will determine the validity of the DBC and decide whether or not offsets are required, not whether the project is of national significance. Members discussed the notion of significance with SD stating that the terminology was an attempt to explain the importance of the project. The members agreed that the Memorial's value is not a monetary figure. MT concurred but noted that the qualitative assessments on which design decisions were made need to be clear and allow for planning over the fifty year period. It was agreed that whilst the project is of national significance, this terminology should not be used in written documentation pertaining to the DBC key risks and treatments.

Action: The term "national significance" to be removed from "key risks" documentation.

Item 9. Member Discussion

Responsible: **All members**

Discussion/Decision: AS enquired about geotechnical evaluations given that the building is on the site of an extinct volcano; and noting that similar institutions have found limestone caves under the foundations. TW explained that the design process had presented better options that still achieve functionality but do not require excavation under the main building.

BN invited the members to participate in any part of the process with TW noting that they could attend the presentation to NCA and Finance Property and Construction Group.

SG commented that whilst value for money is important, care must be taken with 'value management'; decisions should be made with the long term view of function and efficiency. TW agreed stating that the whole-of-life is more important than the capital cost.

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Action: N/A

#	Action Item, date arising, action officer	Update date	Current status
1	*This action item relates to the issue of:* **Terms of Reference** *Action arising from meeting held on:* 15 May 2018 *Action Officer:* **Secretariat**	15 May 2018	Remove draft watermark from Terms of Reference
2	*This action item relates to the issue of:* **Project program overview** *Action arising from meeting held on:* 15 May 2018 *Action Officer:* **Project Director**	15 May 2018	**TW** to remove the word "final" from documentation
3	*This action item relates to the issue of:* Project Risks *Action arising from meeting held on:* 15 May 2018 *Action Officer:* **Project Director**	15 May 2018	**TW** to remove the words "project of national significance" from written documentation

There being no further business, the meeting closed at 10.25 am

Upcoming meetings:

Tuesday 10 July 2018

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AUSTRALIAN WAR MEMORIAL REDEVELOPMENT PROJECT

INTER-DEPARTMENTAL STEERING COMMITTEE

MEETING SUMMARY

10 July 2018

Present:

Brendan Nelson – Australian War Memorial (**Chair**)
Leanne Patterson – Australian War Memorial (**LP**)
Tim Wise – Australian War Memorial (**TW**)
Trevor Jones– Department of the Prime Minister and Cabinet (**MT**)
Steve Grszeskowiak – Department of Defence (**SG**)
Darren Kennedy – The Treasury *(***DK**)
Richard Bartlett – Department of Finance (**RB**)
John Fely (Department of Veterans 'Affairs) **(JF)**

*Jodi Hammond (**Secretariat)***

Meeting opened: 9.30

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Item 1. Welcome and apologies

Responsible: **Brendan Nelson, Chair**

Discussion/Decision: The Chair opened the meeting and welcome members.

Recommendations: N/A

Action: No further action

Item 2. Attendance and Apologies

Responsible: **Brendan Nelson, Chair**

Discussion/Decision: An apology from Andrew Smith (National Capital Authority) was noted.

Recommendations: N/A

Action: N/A

Item 3. Minutes from previous meeting

Responsible: **Brendan Nelson, Chair**

Discussion/Decision: The minutes from the previous meeting were accepted.

Recommendations: N/A

Action: N/A

Item 4. 5% Design Presentation

Responsible: **Tim Wise, Project Director**

Discussion/Decision: TW presented the four 5% design options that were developed for presentation to the Memorial Council. TW noted that the Council had met and accepted Option 1 to be developed to a 30% design. The Initial Business Case (IBC) Option 1 was developed through the design process to become Detailed Business Case (DBC) Option 1 following user requirements input from Memorial staff, and the architectural and gallery masterplan design teams.

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It was noted that the additional gallery space offered in IBC Option 1 was inadequate. Additionally, IBC Option 1 presented an underground Link Gallery connecting the main building with Anzac Hall. DBC Option 1 included a more cost effective option in demolishing and rebuilding Anzac Hall and linking it to the Main Building through an atrium. BN noted that the atrium creates usable space in a currently underutilised area. TW stated that whilst the atrium is counted as gallery space, it should be noted that due to light and climate issues, it would likely be used as a Large Technology Objects (LTOs) gallery, café, facilities and respite area.

Recommendation: N/A

Action: N/A

Item 5. Member Discussion

Responsible: **Brendan Nelson, Chair**

Discussion/Decision: Members discussed DBC Option 1 in detail, including queries relating to the staging options, floor levelling issues, escalation costs and value management. BN noted that the DBC submission would not exceed $500 million. SG advised a considered approach to value management stating that it must not be detrimental to the long term success of the 50 year masterplan and that the quality of specifications in the 30% design should be taken into account. TJ noted the strong appeal of the atrium and the members noted this would be subject to heritage considerations. TW stated that preliminary heritage advice had been favourable.

The independent scoring process was discussed, and members noted that each component was assessed independently of the financial score, which was not made available to participants during the assessment process. TW noted that a percentage weighting listed in the papers had been corrected, however this correction did not alter the outcome of the recommended option to Council. The edited paper will be sent to the members with the minutes, including the meeting's PowerPoint presentation. The paper was also updated to describe why Option 1 had more new space and less refurbished space than the other options, noting the total new gallery space was consistent. In DBC Option 1 ANZAC Hall is demolished and rebuilt and therefore all counted as new space, whereas for the three other options ANZAC Hall was counted as refurbished space.

Recommendation: N/A

Action: Paper and presentation be sent to the members with the minutes.

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#	Action Item, date arising, action officer	Update date	Current status
1	*This action item relates to the issue of:* **Member Discussion** *Action arising from meeting held on:* 10 July 2018 *Action Officer:* **Secretariat**	10 July 2018	Send edited paper and presentation to members with the minutes.

There being no further business, the meeting closed at 10.45 am

Upcoming meetings:

Tuesday 21 August 0930 -1100

AUSTRALIAN WAR MEMORIAL REDEVELOPMENT PROJECT

INTER-DEPARTMENTAL STEERING COMMITTEE

MEETING SUMMARY

21 August 2018

Present:

Brendan Nelson – Australian War Memorial (**Chair**)
Leanne Patterson – Australian War Memorial (**LP**)
Tim Wise – Australian War Memorial (**TW**)
Lachlan Wilson (representing Trevor Jones– Department of the Prime Minister and Cabinet – PM&C (**LW**))
Steve Grszeskowiak – Department of Defence (**SG**)
Darren Kennedy – The Treasury *(***DK**)
Richard Bartlett – Department of Finance (**RB**)
John Fely (Department of Veterans 'Affairs - DVA) **(JF)**
Andrew Smith (National Capital Authority – NCA) **(AS)**

*Jodi Hammond (**Secretariat)***

Meeting opened: 9.30

Item 1. Welcome and apologies

Responsible: **Brendan Nelson, Chair**

Discussion/Decision: The Chair opened the meeting and welcome members.

Recommendations: N/A

Action: No further action

Item 2. Attendance and Apologies

Responsible: **Brendan Nelson, Chair**

Discussion/Decision: An apology from Trevor Jones (PM&C- represented by Lachlan Wilson) was noted.

Recommendations: N/A

Action: N/A

Item 3. Minutes from previous meeting

Responsible: **Brendan Nelson, Chair**

Discussion/Decision: The minutes from the previous meeting were accepted.

Recommendations: N/A

Action: N/A

Item 4. Project Scope Presentation

Responsible: **Tim Wise, Project Director**

Discussion/Decision: TW presented the project progress to date, including discussion of staging and design options. Renders were included in the presentation noting that the design will still develop throughout the process, including whether the proposed Anzac Hall has a contiguous roof or a smaller atrium like insert.

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Recommendation: N/A

Action: N/A

Item 5. Project Program Overview

Responsible: **Brendan Nelson, Chair**

Discussion/Decision: During the presentation, TW noted that the project is running on time and due to submit a brief to the Minister for Finance on 3 September 2018. This will not replace the Detailed Business Case which will still be submitted in full in December 2018.

The Director (BN), Assistant Director Corporate Services (LP) and Project Director (TW) presented to the NCA Board. The Project Director (TW) has met with representatives from the Department of Finance and a NCA Working Group is also planned.

With reference to the proposed staging program, BN noted that construction would likely commence in 2021. Anzac Hall and the Bean Buildings would be progressed simultaneously with any work at the new southern entrance of the Memorial to commence after Anzac Day. The Captain Reginald Saunders Gallery will be used as a temporary entrance and egress. Collection will be decanted into the newly refurbished Mitchell precinct and may be opened for viewing to the public during certain periods.

Recommendation: N/A

Action: **N/A**

Item 6. Project Budget Update

Responsible: **Brendan Nelson, Chair**

Discussion/Decision: There has been no change to the budget which has still underspent by the figure of approximately $7 million dollars. Following ministerial briefs by the Chairman of the Memorial (Kerry Stokes), Director and Project Director, discussions have progressed to retaining the underspend figure of $7 million towards further project planning activities. The Minister for Finance was supportive and had requested two further briefings – for the funds to be retained (in progress) and the aforementioned briefing on the Redevelopment Project (due 3 September.) TW stated that commencing work early may assist in escalation cost savings later in the project.

The current budget forecast is $498.2 million cost over a nine year period. BN noted that the Chairman had given his personal guarantee to the Prime Minister that the Memorial would only seek $500 million.

JF enquired about a briefing to the Treasurer. BN noted that this had been requested but the Treasurer had not been available, however the Memorial is willing to provide a briefing at any time.

Recommendation: N/A

Action: N/A

Item 7. Project Risk Overview

Responsible: **Brendan Nelson, Chair**

Discussion/Decision: Noting that the DBC is on time and quality for scope and budget, TW noted that the risks remained unchanged from previous meetings. KPMG have been engaged to undertake a cost benefit analysis which will include operating cost impacts going forward.

Recommendation: N/A

Action: N/A

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Item 8. Member Discussion

Responsible: **Brendan Nelson, Chair**

Discussion/Decision: SG enquired about stakeholder consultation. BN noted that despite wide consultation, the number of verbal and written feedback submissions and emails was small. The consultation period is due to close Wednesday 26 September.

AS enquired about the logistics of construction and the impact on staff and visitors. TW stated that there are contingencies for minimising such impact and that business continuity would have the utmost importance in phasing and planning.

With regard to the 3 September Ministerial brief, RB asked how extensive the brief might be at that stage. TW stated it would contain a broad program of delivery, the 30% design would be in its final stages, renders would be included, a cost risk workshop report and a full cost estimate at P70 or P80.

BN reiterated that the DBC would still be submitted in December for government consideration. Further, BN informed the members that the Minister for Defence had been provided assurance that the project would not seek funding from the Defence budget.

Recommendation: N/A

Action:

There being no further business, the meeting closed at 10.24 am

Upcoming meetings:

Tuesday 9 October 2018 0930 -1100

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AUSTRALIAN WAR MEMORIAL REDEVELOPMENT PROJECT

INTER-DEPARTMENTAL STEERING COMMITTEE

MEETING SUMMARY

9 October 2018

Present:

Brendan Nelson – Australian War Memorial (**Chair**)
Leanne Patterson – Australian War Memorial (**LP**)
Tim Wise – Australian War Memorial (**TW**)
Trevor Jones (representing– PM&C (**TJ**) (Apologies)
Steve Grszeskowiak – Department of Defence (**SG**) (Apologies)
Darren Kennedy – The Treasury *(***DK**)
Richard Bartlett – Department of Finance (**RB**)
John Fely (Department of Veterans' Affairs - DVA) **(JF)** (Apologies)
Andrew Smith (National Capital Authority – NCA) **(AS)**

*Jodi Hammond (**Secretariat)***

Meeting opened: 9.30

Item 1. Welcome and apologies

Responsible:	**Brendan Nelson, Chair**
Discussion/Decision:	The Chair opened the meeting and welcome members.
Recommendations:	N/A
Action:	No further action

Item 2. Attendance and Apologies

Responsible:	**Brendan Nelson, Chair**
Discussion/Decision:	Apologies as above were noted.
Recommendations:	N/A
Action:	N/A

Item 3. Minutes from previous meeting

Responsible:	**Brendan Nelson, Chair**
Discussion/Decision:	The minutes from the previous meeting were accepted.
Recommendations:	N/A
Action:	N/A

Item 4. Project Scope Presentation

Responsible:	**Tim Wise, Project Director**
Discussion/Decision:	TW updated the members on the scope of the project noting that the Detailed Business Case (DBC) is on track for the December submission despite minor delays due to the recent Ministerial briefings. Additionally, the Masterplan document is two weeks behind schedule due to family illness in the lead architect but the final deliverable date is achievable.

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Recommendation: N/A

Action: N/A

Item 5. Project Program Overview

Responsible: **Brendan Nelson, Chair**

Discussion/Decision: TW reported on the recent Cabinet Submission and ministerial brief/presentations. Current work is developing both a P80 Cost Estimate and a Demand Assessment. TW further noted that the 30 percent design was now complete and the accompanying report was being reviewed by the Memorial.

Recommendation: N/A

Action: N/A

Item 6. Project Budget Update

Responsible: **Brendan Nelson, Chair**

Discussion/Decision: There has been no change to the budget which has still underspent by the figure of approximately $7 million dollars. Following approval by the Minister for Finance, the project will retain any unspent funds to commence early work on the project, concurrent with Government consideration of the DBC.

Recommendation: N/A

Action: N/A

Item 7. Project Risk Overview

Responsible: **Brendan Nelson, Chair**

Discussion/Decision: TW noted the existing risks and mitigation strategies, further noting that the some of the risks had now been retired following the completion of the 30 percent design.

Recommendation: N/A

Action: N/A

Item 8. Member Discussion

Responsible: **Brendan Nelson, Chair**

Discussion/Decision: There were no questions. Discussion included the long term operating costs and the requirement for further analysis on these costs in the future stages of the project. Members noted the forthcoming Stakeholder Event on 1 November and agreed to meet as soon as possible after that announcement. It was agreed that the LP would chair as BN is unavailable due to work commitments. BN reiterated that the DBC would still be submitted in December for government consideration.

Recommendation: Meeting schedule to be brought forward following the November 1 Stakeholder Event.

Action: Secretariat to progress.

There being no further business, the meeting closed at 10.10 am

Upcoming meetings: Tuesday 20 November 2018 0930 -1100

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AUSTRALIAN WAR MEMORIAL REDEVELOPMENT PROJECT

INTER-DEPARTMENTAL STEERING COMMITTEE

MEETING SUMMARY

20 November 2018

Brendan Nelson – Australian War Memorial (**Chair**) (Apologies)
Leanne Patterson – Australian War Memorial (**LP**) (Deputy Chair)
Tim Wise – Australian War Memorial (**TW**)
Trevor Jones – PM&C (**TJ**)
Steve Grszeskowiak – Department of Defence (**SG**)
Darren Kennedy – The Treasury *(***DK**) (Apologies)
Richard Bartlett – Department of Finance (**RB**)
John Fely - Department of Veterans' Affairs DVA **(JF)** (Apologies)
Andrew Smith - National Capital Authority NCA **(AS)**

*Jodi Hammond (**Secretariat)***

Meeting opened: 10.00

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Item 1. Welcome and apologies

Responsible: **Leanne Patterson, Deputy Chair**

Discussion/Decision: The Deputy Chair opened the meeting and welcome members.

Recommendations: N/A

Action: No further action

Item 2. Attendance and Apologies

Responsible: **Leanne Patterson, Deputy Chair**

Discussion/Decision: Apologies as above were noted.

Recommendations: N/A

Action: N/A

Item 3. Minutes from previous meeting

Responsible: **Leanne Patterson, Deputy Chair**

Discussion/Decision: The minutes from the previous meeting were accepted.

Recommendations: N/A

Action: N/A

Item 4. Project Scope Presentation

Responsible: **Tim Wise, Project Director**

Discussion/Decision: TW updated the members on the scope of the project noting that the Precinct Masterplan (PMP) was still behind schedule due to illness in the lead architect's family. The consultants have diverted extra resourcing towards the PMP and an end of year submission is still likely. All other areas are of the Detailed Business Case (DBC) are on track to complete by 21 December 2018.

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Recommendation: N/A

Action: N/A

Item 5. Project Program Overview

Responsible: **Leanne Patterson, Deputy Chair**

Discussion/Decision: LP advised the members that the Memorial is preparing to undertake a recruitment process for the engagement of an Executive Project Director/Branch Head.

TW reported that the remaining critical activities include:

- Gallery Masterplan and integration;
- Heritage and environment report;
- Project whole of life costs;
- Benefits analysis;
- Cost benefits analysis; and
- Memorial approval of the DBC Report (noting that early chapters are currently under review.)

TW reported on the following post approval priorities:

- Determine governance arrangements and seek Council and Ministerial approval;
- Commence discussion with ACT Government in relation to the car parking area on ACT land to the rear of the Memorial. (This will ease congestion of contractor parking during the future construction phase). The Memorial intends to approach the ACT Government regarding an arrangement where the redevelopment funding would pay for the cost of constructing a car park that would be handed over to the ACT Government to maintain. RB suggested that TW contact representatives from the Finance Property and Construction Group as they are already undertaking consultation with the ACT Government on similar issues and would have advice as to the best path forward. TJ enquired whether this would be subject to a pay parking arrangement and TW stated the Memorial's strong preference would be to align with the existing onsite parking arrangements which are free to staff and on a four hour time limit, to visitors.
- Preparation of Heritage approvals; and
- Undertake an expression of interest (EOI) for architectural resources.

AS enquired as to whether the Memorial had sought legal advice regarding the proposed demolition of Anzac Hall, noting the recent media interest. TW confirmed legal consultation and that the Memorial was aware of all obligations regarding moral rights and associated legislation.

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Precinct Masterplan Presentation

TW presented the progress on the PMP noting that it presents a sensible development grid for the future of the Memorial that will enhance all planning and works in the years to come. It also includes sustainability planning for better environmental design and operations. The PMP will be reviewed by the Memorial's Corporate Management Group (CMG) and submitted to the Council for final approval. AS suggested it would be of benefit to present the completed PMP to the Board of the National Capital Authority. TW and LP concurred, subject to endorsement by the Memorial's Council.

TW noted that the PMP aims to improve both vehicular and pedestrian traffic and enhance the Memorial's relationship with Anzac Parade. AS noted that the redevelopment would likely result in an increased traffic flow and enquired about the extent of traffic assessment studies. TW noted that although preliminary traffic assessment had been done for the DBC, more in-depth work was yet to commence. AS suggested this be done as soon as possible to ensure there is no increased road safety risk, citing a previous pedestrian fatality in the area which resulted in the construction of the roundabout. TW highlighted that

the enhanced relationship with Anzac Parade was part of the PMP (therefore a long-term development guiding document) rather than part of the immediate future of the redevelopment).

Recommendation: N/A

Action: N/A

Item 6. Project Budget Update

Responsible: **Leanne Patterson, Deputy Chair**

Discussion/Decision: There has been no change to the budget as reported at the previous meeting.

Recommendation: N/A

Action: N/A

Item 7. Project Risk Overview - RETIRED

Responsible: **Leanne Patterson, Deputy Chair**

Discussion/Decision: TW noted that the Risks had been retired with the announcement of the government funding.

Recommendation: N/A

Action: N/A

Item 8. Member Discussion

Responsible: **Leanne Patterson, Deputy Chair**

Discussion/Decision: TJ enquired as to the nature of remaining Cabinet approvals required to secure funding. LP informed the members there were no further approvals required and that the government had announced funding (with bi-partisan support) on 1 November 2018 for the 498.7 million dollars. LP confirmed that the project had been fully funded over the nine year delivery timeframe, and that the Memorial would seek approval for ongoing operating costs in a future budget process.

With the government announcement of project funding, LP suggested that as the project moves into a delivery phase, the committee in its current form had fulfilled its terms of reference and thanked the members for their participation and counsel over the last seven months. LP further suggested that a new committee be convened in February 2019 to provide advice on the design and delivery stages of the redevelopment. RB stated that the Department of Finance Property and Construction Group could replace the Finance Budget Group representative. LP advised that executive correspondence to the Secretaries/CEOs of each Agency would be sent inviting nominations for the new membership. The members agreed.

Recommendation: N/A

Action: N/A

There being no further business, the meeting closed at 10.34 am

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AUSTRALIAN WAR MEMORIAL REDEVELOPMENT PROGRAM

INTER-DEPARTMENTAL ADVISORY COMMITTEE MEETING MINUTES

15 May 2019

Attendees

Dr Brendan Nelson	Director (Chair) (Memorial)
Leanne Patterson	Assistant Director, Corporate Services, (Deputy Chair) (Memorial)
Wayne Hitches	Executive Program Director (Memorial)
Brigadier Jason Blain (JB)	Prime Minister and Cabinet
Steven Grszeskowiak (SG)	Department of Defence
Andrew Smith (AS)	National Capital Authority
Vivianne Johnson (VJ)	Department of Finance, Property and Construction
John Fely (JF)	Department of Veterans' Affairs
Darren Kennedy (DK)	The Treasury
Jodi Hammond	*Secretariat*

Meeting opened: 09.33

Item 1. Welcome and apologies

Responsible: **Brendan Nelson, Chair**

Discussion/Decision: The Chair opened the meeting, welcomed members and provided a brief background to the project. All members were in attendance.

Recommendations: N/A

Action: No further action

Item 2. Project Overview

Responsible: **Brendan Nelson, Chair**

Discussion/Decision: The Chair provided background information on the need for the redevelopment and the progress made since the 1 November 2018 announcement by the Federal Government to provide funding of $498.7 million over nine years. The Chair noted that the Detailed Business Case (DBC) had been successfully delivered on time and under budget, with approximately $8M remaining from the $16.4M total for the Initial Business Case (IBC) and DBC. In late 2018, the Minister for Finance approved the use of the unspent funds towards Early Works Activities for the Program which commenced in January 2019. The Chair introduced the Executive Program Director (EPD) and provided the members with the EPD's curriculum vitae.

Recommendations: N/A

Action: N/A

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Item 3. Committee Terms of Reference

Responsible: **Brendan Nelson, Chair**

Discussion/Decision: JB suggested an addition to the Terms of Reference to broaden the provision of advice to and from other Agencies. The ToR shall now state:

The purpose of the Australian War Memorial (the Memorial) Redevelopment Program (the Program) Interdepartmental Advisory Committee (IDAC) is the sharing of Program related information, progress, updates and insights from the Memorial to other Agencies; and the provision of advice from other Agencies to the Memorial's Director and staff on related Program activities.

The Chair sought members' interest in meeting monthly rather than six weekly to provide updates on program progress during intense activity periods. Members agreed that frequency could increase if required; and that deputies could be nominated to attend as their representative if necessary.

Recommendations: ToR wording to be adjusted. Advance notice will be given where meeting frequency increases.

Action: Secretariat

Item 4. Background and Project Scope Update

Responsible: **Wayne Hitches, Executive Program Director (EPD)**

Discussion/Decision: The Chair provided some further background to the Program, noting that at the current time, the Program is on track in accordance with the schedule.

The EPD reported that the redevelopment would be run as a program or work, comprising six Projects:

- New Car parking and Contractor Facilities (Early Works)
- Anzac Hall expansion and Atrium
- Southern Entry
- Bean Building extension and Research Centre
- Main Building Gallery redevelopment
- Landscaping and Infrastructure

The EPD detailed the status of the six architectural design packages as per the report previously sent to members:

- Design Package 1 – Integration Architect
- Design Package 2 – Principal Project Architect
- Design Package 3 – Anzac Hall and Atrium
- Design Package 4 – Southern Entrance
- Design Package 5 – Bean Building and Bean Research Centre
- Design Package 6 – Main Building Refurbishment

Members discussed the proposed demolition of Anzac Hall with AS enquiring whether the Moral Rights process has commenced. The Memorial has sought legal advice on this issue and will follow all set protocols and processes. Initial contact with Denton Corker and Marshall has been made in early 2019, advising them that the Memorial may commence the Moral Rights process for Anzac Hall. Further action will be followed once the final outcome of the Anzac Hall design competition is known. The timeline for moral rights will be shared with the committee once formally commenced.

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SG noted the potential complexities in awarding contractors over multiple works packages and would recommend the ability for contractors to bid individual scopes. The EPD explained that the Memorial will provide for this opportunity and the breakdown structure is such that:

- Architects will prepare designs and documentation in line with the six Projects listed above
- Engineers will provide services by discipline across Projects with a lead resource per project
- Advisors will generally provide services across all Projects
- Construction Contracts will be tendered by individual Project allowing Contractors and Subcontractors to bid for single or multiple scopes of work. The intent is to release the three large construction Projects at the same time to give the most flexibility and

A "best for project" approach will be adopted, which may or may not result in more than one firm managing those packages. Whilst the administration burden to the Memorial is increased, the Memorial believes this reduces the risk to the tax payer by providing a fully documented design approach, no novated design agreements and full control of Quality retained by the Memorial.

Recommendation: Inform members of the formal commencement of the moral rights process and share the timeline of expected events.

Action: Secretariat

Item 5. Project Program Overview

Responsible: **Wayne Hitches, Executive Program Director (EPD)**

Discussion/Decision: Design competition and heritage compliance

The EPD discussed the design competitions for Packages 3 and 4. Presentations will be made to the jury on 23 and 24 June 2019. AS enquired about heritage advice to the tenderers to ensure compliance with heritage values regulations noting that the earlier this advice is received, the better for the end result of the project and the required approvals. The EPD advised that the Memorial has engaged a heritage architect who is providing such advice to tenderers and who will also advise the jury with regard to heritage restrictions and compliance. Additionally, the members were advised that the required Heritage Impact Assessment would likely be submitted in October/November 2019 concurrent with an update to the Memorials Heritage Management Plan.

Decanting and proposed demolition Anzac Hall

An updated Report was provided to members with clarified dates for the decanting and proposed demolition of Anzac Hall commencing in July 2020. The revised Report will be dispersed to members. Members discussed the decanting of the collection into the Memorial's storage facility in Mitchell. The Director advised that this included significant collection items such as the Lancaster Bomber *G for George* which would still be available for public viewing. AS queried whether the Memorial would provide a shuttle bus for visitors to travel between the two precincts. The Deputy Chair advised that a full analysis would be conducted to ensure maximum efficiencies for both visitors and the Memorial.

Recommendation: Updated Report to be dispersed to members with these minutes.

Action: Secretariat

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Item 6. Project Progress and Risk Update

Responsible: **Wayne Hitches, Executive Program Director (EPD)**

Discussion/Decision:

Recruitment and Procurement

The EPD provided an update on the Integrated Management Structure, noting that ten of the expected sixteen positions in the Integrated Management Team (IMT) have been filled and that Early Works were utilising the $8M in unspent DBC funding. An initial contracting/procurement strategy has been drafted and approved by the Memorial's Corporate Management Group. The strategy will be shared with the members.

Early Works Site Sheds and Car Park

The Memorial is pursuing alternative sites on the grounds to accommodate contractor car parking and site shed facilities. This would result in a slightly higher cost to the Memorial but is in keeping with minimising the impact on amenities within the community. The new car park would remain a Memorial asset rather than handing back to the ACT Government as is proposed for the current option of Remembrance Park or Treloar Avenue car parking. The car park would be underground adjacent to Poppy's Café with temporary contractor parking on top, which would be landscaped for other uses at project end. Contractor Facilities (site sheds) may be located behind the Administration Building.

Council Sub-committee

A Memorial Council sub-committee is being formed and will meet quarterly, one day prior to the Council meeting. The sub-committee is comprised of three Council members, the EPD, two industry experts and an independent auditor and will report on the Program progress to the Council.

Public Works Committee (PWC)

VJ discussed being mindful of timeframes for submission to PWC, noting the forthcoming election would cause understandable delays in the reformation of the committee and that the Memorial should factor this into the schedule. Members agreed and also noted that the Memorial intends to submit as one project but would take advice from the PWC if it was suggested to submit each package as a project. SG noted that Defence had extensive experience in presenting to PWC and offered assistance and advice to the Memorial which was gratefully accepted by both the Chair and the EPD. The Chair noted that the target for submission to PWC is early 2020.

Stakeholder Engagement

AS noted that the timeframe for stakeholder engagement was very tight and suggested extending the scope of engagement to allow the community to engage/comment/discuss the redevelopment. The members concurred and advised the Memorial to start as soon as possible, particularly to engage with the Department of Energy and Environment, ACT Government and National Capital Authority (NCA). The Chair and EPD agreed noting that the Memorial will present on the Redevelopment Program to the NCA Board in September 2019.

Risk workshop

A two day risk workshop has been scheduled for the end of May which will include all senior Memorial internal stakeholders. The outcomes will be reported at the next IDAC meeting.

Governance Handbook

A draft Governance Handbook was tabled at the meeting. The Handbook will be shared with members, who can email any concerns to the secretariat within one week of receiving the

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document. The Handbook is intended to be a live document and will be revised as necessary through the life of the Program.

Recommendation: Initial Contracting/Procurement Strategy and the draft Governance Handbook to be dispersed to members with these minutes.

Action: Secretariat

Item 7. Member Discussion

Responsible: **Brendan Nelson, Chair**

Discussion/Decision: JB asked that updated talking points be provided to PM&C, JF concurred that this would be useful for DVA also.

Recommendation: Ministerial Officer will contact these offices to progress.

Action: Secretariat to advise Memorial Ministerial Officer.

Item 8. Other Business

Responsible: **Brendan Nelson, Chair**

Discussion/Decision: The date for the next meeting was discussed. Members agreed that the outcomes of the design competition will be the next major reportable item and thus the next meeting will be after the 24 June and confirmed in due course.

Recommendation: Placeholder date to be sent to Members.

Action: Secretariat

There being no further business, the meeting closed.

Next Meeting: Placeholder: Tuesday 16 July 2019 09.30-11.00

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